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## A National Survey on Dual Training System Implementation in Malaysian Industry

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### Abstract

This paper presents the findings from a national survey conducted in Malaysia with respect to National Dual Training System (NDTS) and industry involvement in the program. The NDTS was launched in 2005; it is organized by the Department of Skills Development, Ministry of Human Resources Malaysia. To be successful in its implementation, NTDS requires full support and involvement from industrial and manufacturing sectors. The survey has two major objectives: first, to identify major factors; and second, the barriers that hinder industrial and manufacturing sectors from participating in the NDTS program. A set of survey questionnaire was developed as data collection instrument. Survey questionnaire was sent to 5,000 companies comprising of multinationals, small and medium-sized industries. A total of 509 companies returned the completed questionnaires; giving a low response rate of 10.18%. The survey results shows major factors and barriers that hinder industries and manufacturing sectors from participating in the NTDS comprise of training culture, organizational structure, resources, policies, and awareness about NDTS. It was found from the survey, a high majority of respondents did not participate in the NDTS because they were not aware about its existence and no information or publicity materials made available to them. Therefore, it is recommended that the Department of Skills Development, Ministry of Human Resources Malaysia to provide more information and publicity to the industrial and manufacturing sectors with respect to the NDTS program.

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### 1. Introduction

In the year 2005, the Department of Skills Development, Ministry of Human Resources Malaysia had organised the National Dual Training System (NDTS) is an apprenticeship programme. This training system involves two different parties, namely: an employer and apprentice. The main aim of NTDS program is to establish a closer cooperation between training institutions and industrial employers. An apprenticeship program can form part of the educational and economic system. The adequacy of an apprenticeship programme depends heavily upon its success in harmonizing the educational interests and production system (Liepman 1960). Apprenticeship system is common

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in Malaysia because it has been implemented, since more than 50 years ago. National Apprenticeship Scheme (NAS) was first introduced in Malaysia in 1957, administered by the Central Apprenticeship Board (CAB) (Othman 1992). According to Fong (1986), this scheme is a joint effort by the Malaysian government and industry to meet the nation's requirements for skilled workers. While the government provides free training facilities, employers can sponsor apprentices of their choice and provide in-plant training facilities for them.

Since 1973, this scheme was conducted by *Lembaga Latihan Perindustrian and Persijilan Ketukangan Kebangsaan* (LLPPKK). It was one of the successful systematic training systems based on standard craftsmanship but unfortunately this apprenticeship system were laid off because of insufficient response from employers (Othman 1992). According to Wan Seman (2007), the main inhibiting factors for implementing NDTs training includes: poor participation of small and medium-sized enterprises; limited numbers of curriculum developed; and limited numbers of training institutions to cater various training occupations. Therefore, answers to these issues on employers' commitment need to be sought. Organisational and technological factors have been identified as the main contributors to lack of commitment from the employers' side. As a result of this, a comprehensive study needs to be carried out to explore the level of industry participation in NDTs to help the nation in producing quality K-Workers. The main objective of this study is to identify the major reasons for industries lack of involvement in the NDTs, organized by the Department of Skills Development, Ministry of Human Resources Malaysia.

## 2. Methodology

Two categories of company were involved in this study, they are: Large and Small & Medium companies. To do this, a survey questionnaire was developed as a data collection instrument used in this study. It comprises of five sections, namely: training culture; organizational structure; resources; policies; and NDTs awareness. Survey questionnaire forms were sent to 5,000 companies from both categories together with a cover letter explaining objectives of the survey, dated on 11th of March 2009 signed by the Director-General, Department of Skills Development. From the 5,000 survey questionnaire distributed, a total of 509 forms were completed and returned, giving a response rate of 10.18%. According to Krejcie and Morgan (1970), at this response rate, data collected is adequate to represent the entire population based on the sample sizing method. All data obtained from survey questionnaire forms were analyzed using the Statistical Package for the Social Sciences software (SPSS version 16).

## 3. Results and Discussion

Qualitative and quantitative analysis were done on the data gathered from respondents based on several factors such as: training culture; organisational structure; resource; policy; and awareness on NDTs.

### 3.1. Survey Analysis

Overall analysis were done on all respondents (n=509) from all type of companies. There several categories of organizational factors included in the survey, such as: training culture, organizational structure, financial resource, policies, NDTs awareness, employer commitment, and work process & technologies.

#### 3.1.1. Training Culture

Table 1 shows 67.9% of respondents' agreed that they have high awareness in emphasizing in-house training to train their workforce to increase their companies' productivity and competitiveness.

Table 1. Company Training Priority

Training as Strategic Factors	Frequency	Percent
High	340	67.9
Uncertain	94	18.8
Low	67	13.3
Total	501	100.0

### 3.1.2. Organizational Structure

In terms of organizational structure, Table 2 shows 45.4% of respondents' said they have a training section or unit and 55.4% have a training manager or officer. In general, companies with more than 50 full time workers have a training unit/section and training manager/officer compared to companies with less than 50 workers.

Table 2. Companies with training unit and officer

	Yes	No	Uncertain
Company had a training section/unit	45.4	48.3	6.3
Company had training manager/officer	55.4	41.5	3.2

### 3.1.3. Resources

Table 3 shows resources available for employee development. Survey results shows that 63.3% of respondents have financial resources to pay for their staff training in basic skills, other training and development of human resource. In addition, 73.3% of respondent companies had identified resources for training implementation in their companies' strategic plan. However, only 65% of companies have financial allocation to carry out training for basic skill and development to their staff.

Table 3. Resources for employee development

	Yes (%)	No (%)	Uncertain (%)	Total (%)
Provision provided for basic skills training	65.0	29.1	5.9	100.0
Company strategic plan identify resources for staff training and development needs	73.3	5.7	21.0	100.0
Provide financial provision for staff development	63.3	28.3	8.4	100.0

### 3.1.4. Policies

Generally, the aim of policy factor is to investigate related aspect of company policies towards training participation and NDTs. In addition, Table 4 shows the survey had also explored whether; these companies are willing to allow apprentices use their companies' facilities and company policies towards human resource development. From the scores shown in Table 4, it can be concluded that more than 50% of the companies' policies shows the companies support their employees' participation in training for human resource development.

Table 4. Company Training Policies

	<b>Yes (%)</b>	<b>No (%)</b>	<b>Uncertain (%)</b>	<b>Total (%)</b>
Company allows apprentice to perform tasks in real operation same as permanent worker	72.1	17.8	10.2	100.1
Company participate in the NDTs program	4.4	82.2	13.4	100.0
Company view on staff development as important to company success	88.0	3.3	8.7	100.0
Company encourage employee to study and increase self-ability	86.9	4.3	8.8	100.0
Company mission statement emphasize on employee development	73.5	9.9	16.7	100.1
Company human resource development policies contribute to company strategic technological success	52.7	30.2	17.1	100.0
Company have a human resource development plan	56.3	35.5	8.2	100.0

### 3.1.5. NDTs Awareness

Referring to Table 5, only 13.9% of the respondents said that their companies were invited and 12.9% of them had attended NDTs seminars and programmes. In summary, this survey results shows that less than 15% of respondents knew about NDTs seminars and programmes. The rest, more than 85% were unaware of NDTs seminar or programmes.

Table 5. NDTs Awareness

	<b>Yes (%)</b>	<b>No (%)</b>	<b>Uncertain (%)</b>	<b>Total (%)</b>
Company are invited to attend any seminar/programme on NDTs	13.9	71.5	14.6	100
Company attending any seminar/programme on NDTs	12.9	76.2	10.9	100

The survey respondents (i.e. employers) had given their written comments in the survey questionnaire form. Majority of them said that they do not understand and familiar with NDTs program; hence, result in their lack of participation. Among reasons given were: “never heard”, “no information”, “not clear about NDTs”, “do not know about NDTs”, “not aware”, “not interested”, “not ready yet”, “so far we are not familiar with NDTs”, “do not know what is NDTs”, “in general not many members of the industry know or have information on NDTs”.

## 4. Conclusions

Success of an apprenticeship program depends very much on participation and commitment from employers in industry and manufacturing sectors. Up till now, it is voluntary for industrial employers to participate in the NDTs apprenticeship programme. As a result of this policy, the Department on Skills Development need to work very hard in persuading employers to participate in NDTs programme for their human resource development. In other words,

the Department of Skills Development need to provide more information through the media (i.e. printed and online) explaining the benefits and advantages that employers could gain by participating in NDTs apprenticeship programme. It can be seen from the survey results and discussions that employers strongly believed in providing their staff with appropriate training as a strategic factor for improving their product quality and productivity; and thus could enhance their companies' competitiveness. In addition, they also perceived training as a crucial factor for developing high skilled and knowledgeable employees that could satisfy their customers' needs and requirements. Majority of industrial employers had reported the lack of sufficient information, lack of facilities and suitable mentors or supervisors to conduct training at their workplaces as the three main reasons; why they did not participated in the NDTs apprenticeship program. This is true because in majority of the companies that took part in the survey reported that their supervisors were very busy with their daily tasks, such as: giving work orders, checking and coordinating work plans, teaching working method, providing work procedures and initiate, operate, terminate and monitor system operation. It is suggested that Department of Skills Development to increase employers' awareness and information on NDTs program by advertising in local newspapers, performing road shows, internet and TV programs. In conclusion, result from this survey can assist Department of Skills Development, Ministry of Human Resource in their planning to further improve industrial sectors participation in the NDTs program and thus able to assist them to fulfil market requirement and needs of skilled workers.

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